



DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF STAFF
200 ARMY PENTAGON
WASHINGTON DC 20310-0200

REPLY TO
ATTENTION OF

DACS- ZAA

85.12.03 → Pass to force
stabilization group.

25 November 2003

MEMORANDUM FOR Chief of Staff, United States Army (DACS-ZA), 200 Army
Pentagon, Room 3668, Washington, D.C. 20310-0200

SUBJECT: Executive Summary, "Mitigating Turbulence in the United States
Army"

1. Purpose. The purpose of this report was to provide General (Retired) Shinseki a study on turbulence in the Army when he was the Chief of Staff, Army.

2. Scope. On 16 September 1999, General (Retired) Shinseki tasked the United States Army War College to conduct a study on turbulence in the Army. The tasking directed coordination with the United States Army Sergeants Major Academy and the United States Army Command and General Staff College. It was one of three directed studies conducted in 1999 for the Chief of Staff. Studies were also conducted on the subjects of Readiness and Well Being.

3. Summary. General Shinseki directed the United States Army War College Turbulence Study Group to define turbulence, propose a metric to measure turbulence, and to provide near-, mid-, and long-term recommendations to mitigate turbulence in the Army.

a. Definition of Turbulence. Turbulence is the effect on readiness and well being caused by job position turnover and the absence or lack of predictability.

b. Metric to measure turbulence. The study group was unable to capture a single metric for measuring turbulence. They also did not test and validate the proposed metrics and by publication date no metric or group of metrics had been adopted as an Army standard to indicate a measure of turbulence.

c. Near-term recommendations.

1. Revitalize strict adherence to FM 25-100 and 101.
2. Conduct an Army wide assessment of deployability.
3. Significantly increase the Korea extension bonus.

d. Mid-term recommendations.

1. Reduce the use of Borrowed Military Manpower, Special Duty, and other unit taskings that support base operations.

2. Synchronize unit missions with the Mission Essential Task List.

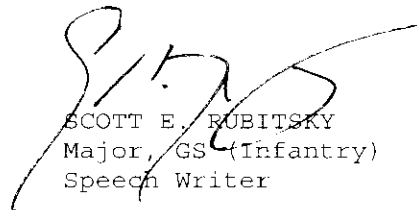
3. Increase end strength between 24 and 40 thousand personnel without adding force structure.

e. Long-term recommendations.

1. Increase the number of high demand/low density units (HD/LD).
2. Consider movement towards unit manning for combat arms units.
3. Implement home-basing for major portions of the force.

4. Conclusion. The Turbulence Study Group found that both the reality and perception of the impacts of turbulence and its associated effects were pervasive throughout the Army and were detrimental to readiness at the time of this study. Factors that created turbulence affected units, Soldiers, and families differently. Although these three groups perceived turbulence differently, the study group identified four major imperatives that must be met to effectively reduce turbulence in the Army. These four imperatives are: clear mission focus, adequate and stable manning, adequate resources for assigned missions (including time and funding), and effective planning, scheduling, and communications (predictability). The study group also found that major changes both in the current manning system and in the Army culture were required to make significant long-term reductions in turbulence.

FOR THE CHIEF OF STAFF, ARMY:



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